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Annual campaigns or capital campaigns have an important place in fund raising for higher education. Increasing competition for funds demands that the campaign organization be more professional and that workers and volunteers be more thoroughly trained. Greater care must be used in developing the five essential elements in an annual campaign: (1) The case, (2) leadership, (3) volunteer workers, (4) prospects, and (5) campaign dynamics. One of the most essential ingredients to success is the enthusiasm of those individuals involved, who must use public relations skillfully and sell ideas rather than ask for contributions. (TT)

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ANNUAL CAMPAIGNS

Bigger Needs -- Better Ways

Presented By
Dr. Lowell H. Brammer
May 8, 1968

Introduction

Memory of a very old Arab story, which has become a classic with the passing years, offers some rather awesome implications to my "third speaker spot" on this afternoon program. According to the tale, an Arab sent his three sons to a far country to be taught the mysteries of magic. Upon their return, the father took the sons to a pile of bones out on the scorched plain. Without hesitation or frustration, the youngest magician used his sorcery to assemble the bones into the skeleton of a tiger. The next commanded the skeleton to take form and covered it with a handsome coat of fur. The machinations of the third brought life and vigor to the animal -- but, that was not the end. The ferocious beast then set about to devour the father and the three sons!

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The moral of the story is not altogether simple, nor is its application to the sessions of this East-West Conference a trite parallel. Neither the speaker of the moment, nor those who preceded and follow him will conjure up theories that destroy or processes which devour, but there are "tigers" in the land which have such a potential.

In the opinion of many of us, one such "tiger" is the position that the needs of voluntary, not-for-profit agencies have reached a dollar level where government must step in as the prime source of funds. This places private philanthropy in a secondary and supporting role. Such a viewpoint denies the leavening of our social structure which results from annual giving of nearly 15 billion dollars and the contributed time and effort of some 55 million individuals each year. The sooner that "tiger" becomes an exhibit, safely housed in some well-ordered zoo or museum, the better it will be for all of us here today.

A second "tiger" lurking in the jungle is the voice which declares that the Capital Campaign and the Annual Campaign are outmoded methods of raising funds. This breed of "tiger" maintains that every possible dollar should be generated internally. Borrowing becomes a regular course of action at peak points of need. Fund-raising, if any, is slow-paced and continuous in character leaning toward the Development approach. If there are sound grounds for believing in the evangelistic side values of a well-conducted campaign and that the merit of a long-range development program rests in the engineered relationships of the three other major methods of fund-raising, then "tiger" number two should be quickly reduced to exhibit status, too.

At this point, we should stand mutually reassured that Annual Campaigns have an important place in the basic approaches to fund-raising. Our consideration of this method will be through exploring fundamentals and building foundations. The construction of fleeting theories and the excavation of new and bigger pitfalls will be avoided.

Nature of the Annual Campaign

The Annual Campaign is an appeal to the general public every twelve months to obtain funds to operate an institution or agency -- to keep fire in the furnace, the lights burning, meet payrolls regularly and finance activity programs. Today, such campaigns are everywhere. Virtually every not-for-profit institution and agency must involve itself in fund-raising on a continuous basis. Such institutions and agencies set up a new program each year. Growing needs demand optimistic planning so goals inch higher and higher. Wise executives, of course, avoid overextending the asking in a given year. They use the yard stick of money raised previously in establishing the new dollar target.

Competition, unhappily, is not limited just to contributions. If we are to campaign, there must be good leadership; volunteer workers must give time and effort; we need good spots on community and constituency calendars; and, if professional counsel is to be used, there must be the assurance of timely staff availability.

These are problems of headache proportions. I would remind you, however, that in the midst of this commotion, total giving by Americans has more than doubled in the past ten years. We must be doing some things rather well right now and we can learn how to do others a great deal better.

Competition demands that there be a demonstration of more professionalism in both organizing and training leaders and workers. We must avail ourselves of modern communication methods and motivation techniques in wooing and holding volunteers. Then, we must keep them involved on a twelve-month basis. People embrace causes, but they react sluggishly to being "used" a couple of months each year and then placed on the shelf between campaigns. We must remember that annual campaigns do not attract major gifts as readily as "special project" efforts. This makes the quality of gifts and broad coverage of utmost importance. Interestingly, the most widespread and regular of all annual campaigns, the United Fund, makes such a good case for the

multiple-coverage appeal that an independent agency often survives only by the most valiant of efforts.

Happily, all of these problems, pressures, demands and competitions have forced us to the use of improved methods and techniques. So, let's look at the essential ingredients of an Annual Campaign and make sure we match each facet of 1968's Bigger Needs with the application of a Better Way to Campaign!

Ingredients of the Annual Campaign

My colleagues in the profession of fund-raising focus on five essentials in an Annual Campaign. Each essential must be developed with greater care in succeeding and successful appeals.

1. The Case
2. Leadership
3. Volunteer Workers
4. Prospects
5. Campaign Dynamics

The Case. Validation of the case for an institution or agency should provide a set of convincing arguments as to why the cause should be supported. Inquiry targets for case researchers are (1) background and development of the founders' ideals, (2) present usefulness to constituency, (3) aspirations and plans, (4) program for the future, and (5) honesty and adequacy of the campaign goal. Such a line of inquiry will supply the broad foundation on which the case statement and the plan for the current year's appeal can be built. These same facts and figures will determine the scope, depth and reception of the later solicitation.

Now, let's look at the campaign objective as a paramount factor in preparing the case. Second only to a proven need is an honest goal! Any announced goal should be founded on fact and capable of being justified and defended, if necessary. A valid goal is one that spells out the need in terms of "how much." Assume, then, a budgeted need this year for $500,000. The theory that it is best to overstate the

announced goal in order to end up with $500,000 is fuzzy thinking. Such action is harmful to the future of the institution or agency. It destroys the confidence of a constituency. If the end result is $500,000, although the publicized goal is $600,000, the campaign will satisfy the financial need of the program; yet, leaders and workers will be denied the fruits of success; morale will suffer; followers will fall away, and a victory will turn out to be a defeat. Truly, there is no honest way of validating or explaining a "loaded" goal!

Leadership. People give more generously, if they are asked to give by important people! It follows, then, that the board of a voluntary, not-for-profit organization must be made up of influential leaders who represent the key elements -- some of the power structure -- of the community or service area. These men and women must be doers as well as individuals with a following. They must be persons who can motivate others to work and give. "Name lenders" weaken a board and undermine a campaign organization. The man who is told exactly what is

required of him and says "yes" can be expected to discharge his responsibilities with enthusiasm -- and a campaign can be fun -- let's remember that elemental point! Among successful institutions and agencies, it is a growing practice to move leaders up through the ranks as campaigners and from there to a position on the board. Such men and women have "stood the test." They have demonstrated their dedication and are prepared by experience to do an effective job. If there is a single key word from which our institutions and agencies should derive an overall sense of direction, that word is INVOLVEMENT. Involvement generates interest and concern. Interest and concern motivate the giving of money and volunteer time to a cause.

Here is an 11 point sequence for finding and signing top echelon leaders, developed by one of my successful associates. The procedure is based on a series of exploratory interviews with responsible citizens.

1. Interview the institution or agency executive.

2. Interview board officers and members.

3. Interview members of the steering group (if any).

4. Interview constituency group opinion makers.

5. Interview opinion makers outside constituency group.

6. Assemble and analyze data.

7. Formulate conclusions and related leadership motivation notes.

8. Carefully recruit members for a committee to nominate and secure leaders.

9. Prepare motivational information for selected chairmen, using the medium of a written presentation.

10. Establish interview appointment -- on the premises of the organization or at a neutral location -- always away from the prospective leader's business or office.

11. Interview and sign up needed chairmen, one by one.

In this penetrating consideration of leadership, we should not overlook the role of the so-called "professional" or "outside" fund-raiser. The "professional" assumes a partnership of purpose and of

function with you when he is retained by you. Then, he is not an "outsider." His responsibility is a broad one; to himself -- of course, to his firm, to you as a client-partner, to a respected segment of the economy and of professionalism. In this broad connotation, you benefit from a total rather than from a mere person. This is a reason for an ethic of our Association pointing to the stabilized operation of a company rather than to the peculiar genius of an individual.

Local campaign leaders have these seven special advantages when they are guided by professional fund-raising counsel: (1) objectivity, (2) experience, (3) a detailed plan and schedule, (4) twenty-four-hour-a-day responsibility, (5) protection of investment in the appeal, (6) constructive urgency, and (7) vision to overcome immediate limitations.

Volunteer Workers. Many times, I have heard it said that a campaign could be stripped down to three essentials -- a prospect to be seen, a volunteer to make the call, and some sort of form on which to record the gift or pledge. Of these three essentials, the volunteer worker

has become our greatest problem. There just aren't enough good ones to go around! Often, this vital element of our service program and campaign life is mismanaged, poorly led and ineptly supervised.

Frequently, we try to pigeonhole our volunteer help where we feel they are best adapted. There are many facets to an institution or agency program and fund-raising is only one. Have you ever tried using a questionnaire set up to allow potential helpers the privilege of indicating special interests? Information resulting from such an inquiry has both immediate and long-range benefits in planning. Among the interests listed, you will find some references to participation in the annual appeal. Many who check other items, with growing involvement, can be induced to take a hand in the money raising, too.

I am a staunch advocate of a year-around program to build enthusiasm and confidence through participation. Think of the monumental task involved in replacing and retraining one-half to two-thirds of the house-to-house solicitors involved in campaigns each year.

Applied to the estimated force of 55 million volunteers, the annual recruiting and educating task deals with 30 to 40 million untested and untrained souls. These are the men and women on whom we must depend to go out and bring back the dollars which spell success for an annual campaign.

If solicitors are to solicit productively, they must have some of the attributes and use many of the techniques common to good salesmen. In business, the newly employed salesman receives face-to-face instruction concerning (1) the product which he is to sell, (2) the need for his wares, (3) the approach to prospective buyers, and (4) the corporation's image. These are points in which the commercial salesman will be well-grounded before he makes his first call on a prospective buyer. Being trained, he will be in a position to cope with the competition which he will meet.

The volunteer worker for worthy causes will meet competition, too. He will be asked questions and he will meet objections. He will not have a gadget in his sample case for a demonstration.

When the merchandiser of philanthropy has made his sale, the customer will have only a thank-you receipt, the inner glow of satisfaction for having done his share in a good cause, and an item for his next report to the Internal Revenue Service. It should be evident, then, that the volunteer solicitor must be conversant with the cause he is representing, able to answer questions, to meet objections and to create in his prospect a desire to share dollars with those who will benefit from the appeal.

Prospects. Without a cultivated audience, ready to give when asked, you cannot raise money each year. This makes the prospect file the mechanical heart of any annual campaign. It is used in determining evaluations and goals, making solicitation assignments, producing master lists and for reference purposes. Basically, a prospect file is a carded compilation of individuals, corporations, business firms, clubs, organizations and foundations from whom it is reasonable to expect a contribution. The thoroughness, accuracy and efficiency with which a

prospect file is built and maintained is a significant measure of the campaign executive's professional competence.

Now, a word of caution, lest a third "tiger" be set on foot to join the two discussed in the opening paragraphs of this presentation. Among campaigners, there has been considerable discussion of data processing methods and their relation to the mechanics of developing and maintaining a prospect file. It is true that data processing equipment can eliminate duplications and provide duplicate files or lists at great speed. However, a machine can only do what it is told to do through the use of carefully planned and thoughtfully designed forms. Unless the fund-raising executive has a basic knowledge of data processing equipment or is able to have the services of an experienced processing methods person, the use of such equipment may prove to be a serious mistake.

Above all else, don't let enthusiasm for mechanical efficiency cloud the human element at work in all getting and giving. Contributors

and those who control contributions are people. Most of us still resist ordering our private lives with punched-card precision. The urge to give is a very personal and private emotion. Let's keep the mechanical "tiger" on leash in our headquarters. Our prospect and our volunteer worker should meet in casual and friendly manner, armed with tools as intimate as if they were prepared a single set at a time!

Campaign Dynamics. A loose, sloppily administered campaign cannot be successful. Tight, skillful, professional direction is a must!

The way appeals are organized, how efficiently committees are set up and guided, management of the project, the thoroughness with which headquarters backstops the work of the volunteers, the efficiency of lists, reporting and gift acknowledgment, the workability of plans and schedules and the attainability of goals -- THESE ARE THE DYNAMICS OF A CAMPAIGN!

Had you and I been allotted all of the hours of this Conference, we could only dent the subject matter of this area. Let me, then, give

you a topical guide to BETTER WAYS! You can make a project of assembling the details as an element of your own in-service training.

When we give incisive consideration to procedures for IMPROVING CAMPAIGN DYNAMICS, we find our attention focused on four prime operations.

1. Better Preparation
2. Better Foundation
3. Better Direction
4. Better Conclusion

To fill your personal "campaigner's handbook" with the ultimate elements of fund-raising lore, you must gather data under five subsections of each of the four prime operations.

Better Preparation

1. Orientation
2. Research
3. Headquarters

4. Organization and Timing

5. Budget

Better Foundation

1. Controls

2. Enlistment of Leadership

3. Prospect File

4. Public Relations Program

5. Sponsors

Better Direction

1. Recruiting and Training

2. Evaluation

3. Maintaining Time Schedules

4. Assignment of Prospects

5. Taking the Field

Better Conclusion

1. Anticipating

2. Reporting

3. Pressures

4. Final Reports

5. Post-Campaign Plans

Conclusion

Now it's time for you to take the high road and I must take the low road. There are still other things to see and do as East meets West in this Fourth Annual Conference. Neither the high road, nor the low road is easy for those of us whose lives and living are entwined with the ins and outs of raising funds. But, I have said once, and I repeat -- it can be fun. Here's the philosphy which makes it fun for me!

1. Believe

that your cause is the most important thing to which you can devote your time and talent -

This is faith

2. Project

your own convictions to others -

This is salesmanship

3. Organize

men and methods for efficient operation -

This is good mechanics

4. Build

a prospect list which can be well informed and

effectively covered -

This is basic campaigning

5. Select

a special group of volunteers and another special

group of prospects who can be brought together to

produce special results -

This is your guarantee against failure

6. Use

every sensible and practical means at your command

to further the cause you serve -

This is public relations

7. Sell

ideas rather than merely ask for contributions -

This is the psychology of success

8. Follow

the leadership provided to you by your national organization and capitalize constructively upon every available resource -

This is teamwork

9. Dare

to look at and to suggest new standards of response -

This is vision

10. Exercise

every attribute of knowledge, determination, dedication, common sense, devotion, and of hope to bring victory in goals of interest, money, and goodwill -

This is the true philosophy of philanthropy

* * * * * * * * *

Acknowledgment

A presentation of this character has no authority, unless it presents a synthesis of the best current thinking. Since words, ideas and even paragraphs have been presented from the professional writings of thirty-one of my Associates, I can lay claim to little originality. Their strength is my strength and I confess my debt.

L.H.B.